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ABSTRACT

This annual report of the Institute of Technical Education (ITE) that was established in April 1992 in Singapore begins with the Chairman's Statement (Tay Eng Soon). It describes developments that have taken place to consolidate ITE's training framework: full-time institutional training, apprenticeship, and continuing education and training. The report includes a list of the Board of Governors, Directorate, and technical institutes and their training managers. "A Corporate Overview" describes these functions of ITE: full-time institutional training, training with industry, continuing education and training, skills certification, consultancy services, and research. A calendar of significant events follows. A review of operations highlights these achievements: 6,910 trainees completed their training, intake for apprenticeship increased 13 percent, the industry-based training courses had an intake of 1.977 participants, the continuing skills training courses recorded an intake of 20,158, the continuing education classes attracted 16,432 participants, the National Technical Certificate system was restructured, ITE cooperated with Germany in technical training, external committees were formed to promote technical training, skills training was undertaken in support of regionalization training scheme, and technical assistance to the Philippines was provided. Other sections describe trainees, courses, the training environment, industry support, staff, and community relations. (YLB)

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Annual Report 92 93

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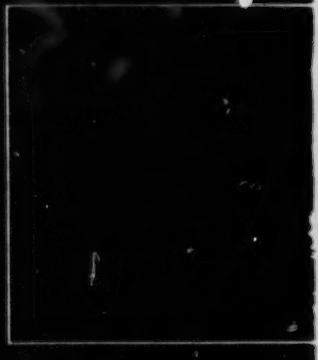

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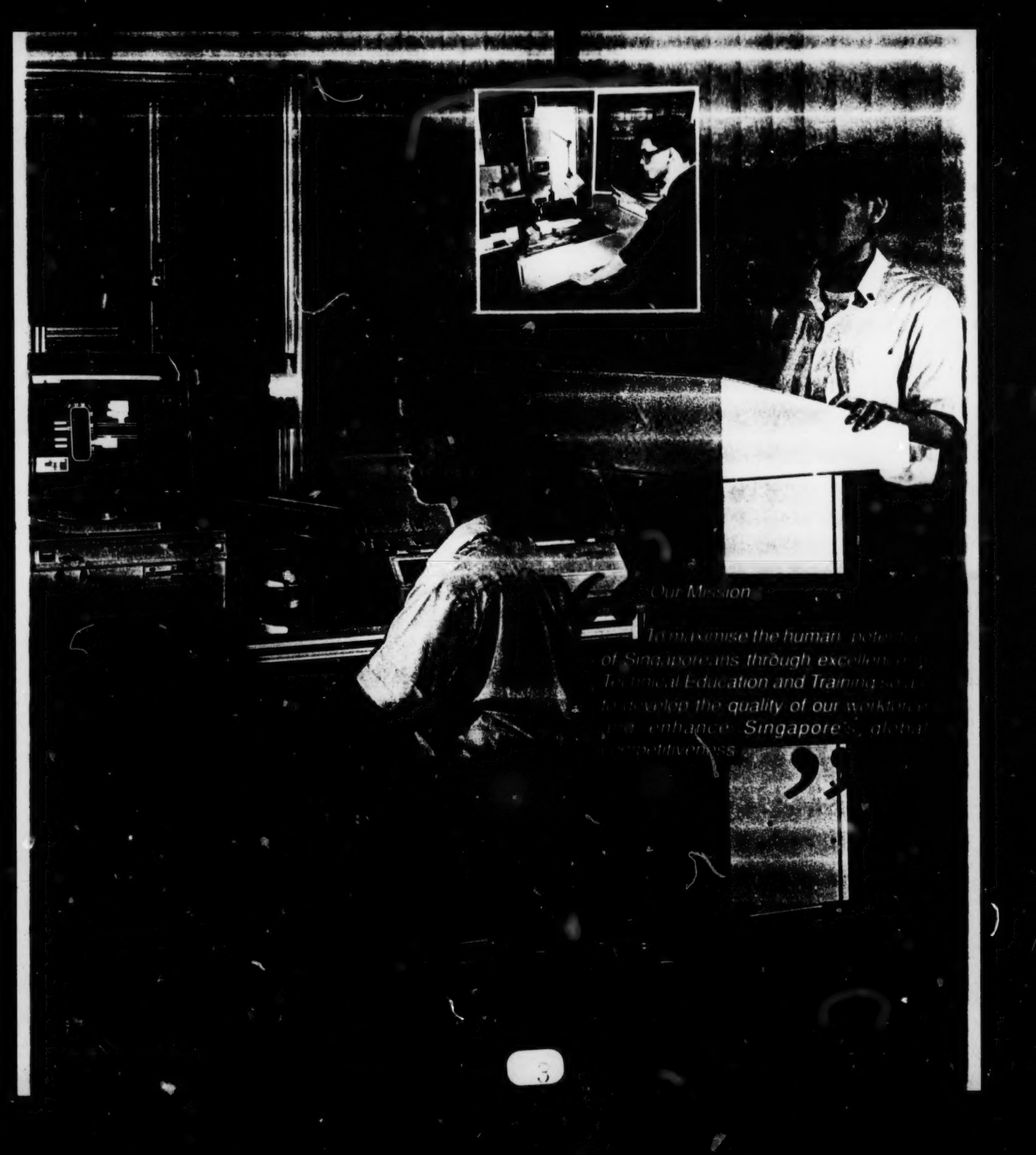

Our Mission

To maximise the human potential of Singaporeans through excellence in Technical Education and Training so as to develop the quality of our workforce and enhance Singapore's global competitiveness.

Institute of Technical Education

■ **The Logo**

symbolises a dynamic and forward-looking institution committed to technical training. Emerging from a square banner of burgundy red are the three stylised italic letters whose movement signifies progressive and innovative approaches. Ingeniously angled, the letters further underline the need for knowledge, skills and technical precision in a modern industrialised society.

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"The Institute of Technical Education (ITE) records, with deep regret, the passing away of its Minister-in-charge and Chairman, Dr Tay Eng Soon, on 5 August 1993.

Dr Tay was also the Minister-in-charge and Chairman of the former Vocational and Industrial Training Board from 1 June 1981 to 31 March 1992. He made milestone contributions to polytechnic and technical education.

Dr Tay's passing away is a great loss to ITE."

Dr Tay Eng Soon at the mass jog which was organised to celebrate the inauguration of ITE in April 1992.

■ CHAIRMAN' S STATEMENT

The formation of ITE on 1 April 1992 marked a new era in technical education and training in Singapore. As a post-secondary training institution, ITE can now provide a wider range of courses and training opportunities for school leavers with at least 10 years of education.

The establishment of ITE is a significant step in keeping up with Singapore's continuing economic development. Having been a successful Newly Industrialising Economy (NIE), Singapore now aspires to become a developed nation, amidst the current intense global competition. In this environment, the availability of a highly-skilled and educated workforce is even more crucial to Singapore's attractiveness to foreign investments and external economy.

At ITE's inauguration, the Prime Minister, Mr Goh Chok Tong, reaffirmed the importance of ITE in helping to build a world-class quality workforce to support the development of Singapore.

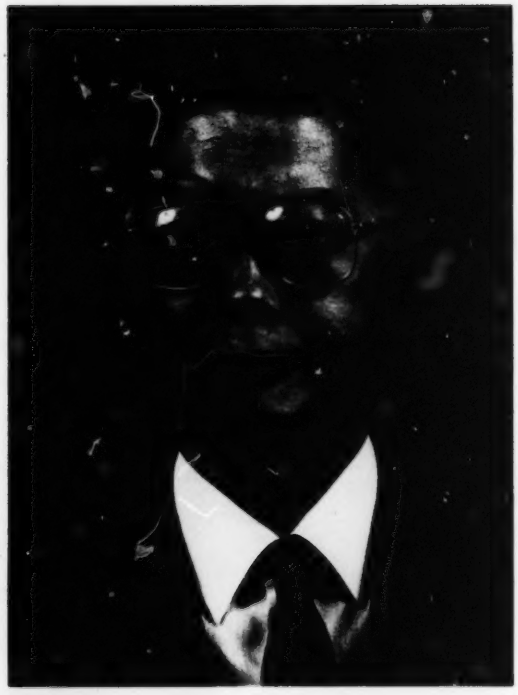
In ITE's first year of existence, significant developments have taken place to consolidate ITE's training framework comprising full-time institutional training, apprenticeship, and continuing education and training (CET). I am indeed pleased to report on these developments and achievements.

■ Full-time Institutional Training

Many improvements were made to the full-time institutional training system in the last 12 months to make it more attractive to school leavers. These new improvements include revamping the National Technical Certificate (NTC) system, increasing the progression opportunities for ITE's graduates, upgrading the training environment, and incorporating the learning of key competencies into the curricula.

The NTC system was revamped to make it flexible for ITE trainees. The revamped system allows weaker trainees up to three years to complete their NTC-2 training. The NTC-2 curriculum model was also revised to provide supplementary curriculum hours for Mathematics, English and Trade Theory. The training institutes were given the autonomy to implement these supplementary hours based on the needs and profile of the trainees.

With more opportunities given to ITE graduates to further their studies in the polytechnics, technical training is now truly an alternative route for school leavers who are more technically inclined. I am particularly pleased to note that many ITE graduates have seized the opportunities given



Dr Tay Eng Soon

and progressed to the polytechnics for full-time and part-time courses in 1992. The intake of ITE graduates to full-time and part-time polytechnic diploma courses increased by 42% and 10% respectively compared with 1991.

ITE trainees can now look forward to a training environment with up-to-date and modern facilities.

There was much progress in development work in FY 92. ITE Bishan is near completion and will be operational by August 1993. ITE Yishun was completed in March 1993 and loaned to Nanyang Polytechnic for their temporary use. ITE's new headquarters and a new technical institute are being developed at the site in Vocational Drive.

To cater to higher-level skills training in fulfilling ITE's role as a post-secondary institution, the Government has approved $174 million for the development of a new institute at Tampines, redevelopment of three existing institutes, namely ITE Balestier, ITE Jurong and ITE MacPherson, and upgrading of three existing institutes, namely ITE Ang Mo Kio, ITE Bedok and ITE Clementi, over the next five years.

Besides upgrading the training environment, ITE has embarked on a plan to incorporate the learning of key competencies into its training curricula. The learning of key competencies was first implemented in NTC-2 Precision Machining and will be extended to other courses later. This is a significant step as workers in a modern technological environment have to think logically, plan, organise, implement and control work independently and be adept at problem-solving.

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■ Apprenticeship

The New Apprenticeship System (NAS), introduced in 1990, received good response from both the employers and school leavers in FY 92. The intake for FY 92 went up by 13% compared with FY 91. Similarly, the number of employers given the approval to participate in apprenticeship in 1992 went up by 56% compared with 1991.

In FY 92, a total of 871 participants, representing a 28% increase over FY 91, completed training in one or more modules of the Industry Trainer course. The growing pool of trained industry trainers will contribute to quality training in apprenticeship.

Apprenticeship programmes in new areas such as Computer Operations and Process Operation & Control, were developed to meet the manpower needs in the information technology, and petrochemical and chemical industries respectively. The apprenticeship scheme is particularly useful to these industries because of its flexibility in responding to new technologies and needs of individual employers.

The hybrid apprenticeship training scheme was launched in July 1992. This hybrid model of apprenticeship is aimed at benefitting small and medium-sized enterprises (SMEs) who are keen in apprenticeship but do not have the necessary facilities for many aspects of the on-the-job training (OJT). Apprentices will undergo an initial period of full-time off-the-job training (Off-JT) in ITE or an industry training centre before receiving further OJT in the companies under the hybrid system.

In May 1992, the Council on Apprenticeship Training (CAT), a tripartite body comprising the employers, Government and unions, was formally established by the Singapore Manufacturers' Association (SMA). With its formation, CAT will form a formal avenue for ITE to work closely with the employers in promoting apprenticeship to school leavers and employers in Singapore.

■ Continuing Education and Training (CET)

ITE launched a new training initiative, the Adult Cooperative Training Scheme (ACTS) in November 1992, to serve the skill-upgrading needs of workers between 20 and 40 years of age. ACTS differs from other worker training and upgrading programmes as it operates in the apprenticeship mode, offering both OJT and Off-JT. With ACTS, ITE has further widened the range of training opportunities for working adults.

In May 1992, ITE formed the Advisory Council on Continuing Education and Training (ACCET) comprising representatives from the Government, unions and employers. Its formation provides a more integrated approach for ITE to assess and monitor the implementation and promotion of CET programmes including BEST, WISE, MOST, TIME and ACTS.

Besides the ongoing CET programmes, on-the-job training (OJT) has been identified as a potential training initiative to upgrade the skills of workers. OJT allows training to be initiated and implemented

Trainee undergoing training on high-technology machinery. ITE provides quality training so that its graduates can be part of a quality workforce to support Singapore's economic development.

by companies, and helps to build a training culture within the industry. The training can be specifically tailored to meet companies' needs. The practice of OJT in Germany and Japan is the main reason behind these countries' success in building world-class workforces. ITE is currently studying the possibilities of introducing OJT in Singapore companies.

■ CET Review

Despite the efforts made in CET, there are still many workers in the workplace who are unskilled and have low education. Now that the full-time institutional training system is well in place, ITE will focus on the needs of working adults, especially the unskilled and lower-educated. The jobs of these workers are most vulnerable in the current international competition.

In view of this concern, ITE will carry out a major review of its CET programmes. The study, to be completed in early 1994, will identify existing gaps as well as recommend new strategies and initiatives to upgrade the skills of the existing workforce.

■ Other Key Developments

To streamline the provision of technical training in Singapore, two former EDB training institutes, namely Precision Engineering Institute (PEI) and Philips-Government Training Centre (PGTC) were transferred to ITE on 1 April 1993. Upon transfer, they were merged into a single institute comprising two campuses, namely PEI (Kallang) and PEI (Jurong) functioning autonomously under ITE. The name 'PEI' was retained to reflect its role as a training provider to the precision engineering industry.

The institute will continue to adopt the "Teaching Factory" concept in the training of new entrants for the precision engineering industry. It will continue to work closely with its industry partners under this approach.

On 1 March 1993, the Government announced the Regionalisation Training Scheme (RTS) to support the efforts of Singapore companies to regionalise. To support the RTS, ITE formulated a scheme whereby foreign workers employed by

Singapore companies overseas can be trained in Singapore. Depending on the needs of companies, the training can be conducted OJT, Off-JT or by apprenticeship.

ITE can also despatch its trainers overseas to assist the companies in the training of their workers. When required, ITE will offer English Language through BEST and WISE programmes as part of a training package.

In FY 92, ITE collaborated with Keppel Shipyard to provide consultancy services to the Maritime Industry Authority (MARINA), Philippines. The consultancy work, funded under Singapore's Technical Assistance Scheme to Philippines, was to help MARINA set up a manpower development system for the shipbuilding and shiprepair industry in the Philippines.

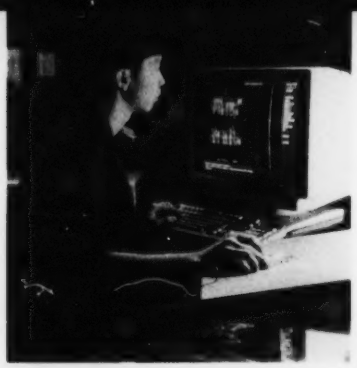
Under this project, 13 MARINA officers were trained in instructor training, the development of skills and training standards and training materials. In addition, ITE staff were sent to work with MARINA project staff in the Philippines on short-term attachments.

■ Conclusion

The various new training initiatives and training programmes were achieved with the support of many employers and unions. On behalf of ITE, I wish to thank these employers and unions for their contribution and cooperation.

The technical training system that we have developed will no doubt play a crucial role in supporting our continued economic growth and vision of Singapore becoming a developed nation.

Dr Tay Eng Soon
Minister-in-charge and Chairman
Institute of Technical Education



■ CORPORATE DATA

Standing: *From left, Mr Lyou Soon Tian, LTC Kang Beng Ho, Mr Hiraku Hara, Mr CynlieTan Soo Leng, Mr Jakob Heigl and Mr Robert Chua Teck Chew.* ***Seated:*** *Mr Koh Juan Kiat, Mr Wong Lin Hong, Mr John Yip Soon Kwong, Mr Lee Keh Sai (Deputy Chairman), Dr Tay Eng Soon (Chairman), Dr Law Song Seng (Director), Mr Lew Syn Pau, Mr Tony Tan Keng Joo and Mr Steven Goh Hock Li.*

The Institute of Technical Education (ITE) is constituted under the Institute of Technical Education Act (Cap 345), which was brought into force on 1 April 1992.

The Board of Governors

The persons who served as members of the ITE Board of Governors during FY 92 were:

■ **Chairman**

Dr Tay Eng Soon
Senior Minister of State for Education and
Minister-in-charge of the
Institute of Technical Education

■ **Deputy Chairman**

Mr Lee Keh Sai
Principal Consultant
K S Lee & Associates

■ **Members**

Mr Robert Chua Teck Chew
President
Singapore Manufacturers'
Association and
Executive Chairman
ACE Daikin (S) Pte Ltd

Mr Gerald Harry Darwin
Group General Manager
Property Development
Fraser & Neave (S) Pte Ltd

Mr Steven Goh Hock Li
Managing Director
Metro Pte Ltd

Mr Hiraku Hara
Managing Director
Yokogawa Electric Asia Pte Ltd

Mr Jakob Heigl
Managing Director
Siemens Components Pte Ltd

LTC Kang Beng Ho
Head, Air Manpower
Ministry of Defence

Mr Koh Juan Kiat
Executive Director
National Productivity Board

Dr Law Song Seng
Director & Chief Executive Officer
Institute of Technical Education

Mr Lew Syn Pau
Assistant Secretary-General
National Trades Union Congress

Mr Lyou Soon Tian
Director,
Capability Development Division
and Director,
International Manpower Division
Economic Development Board

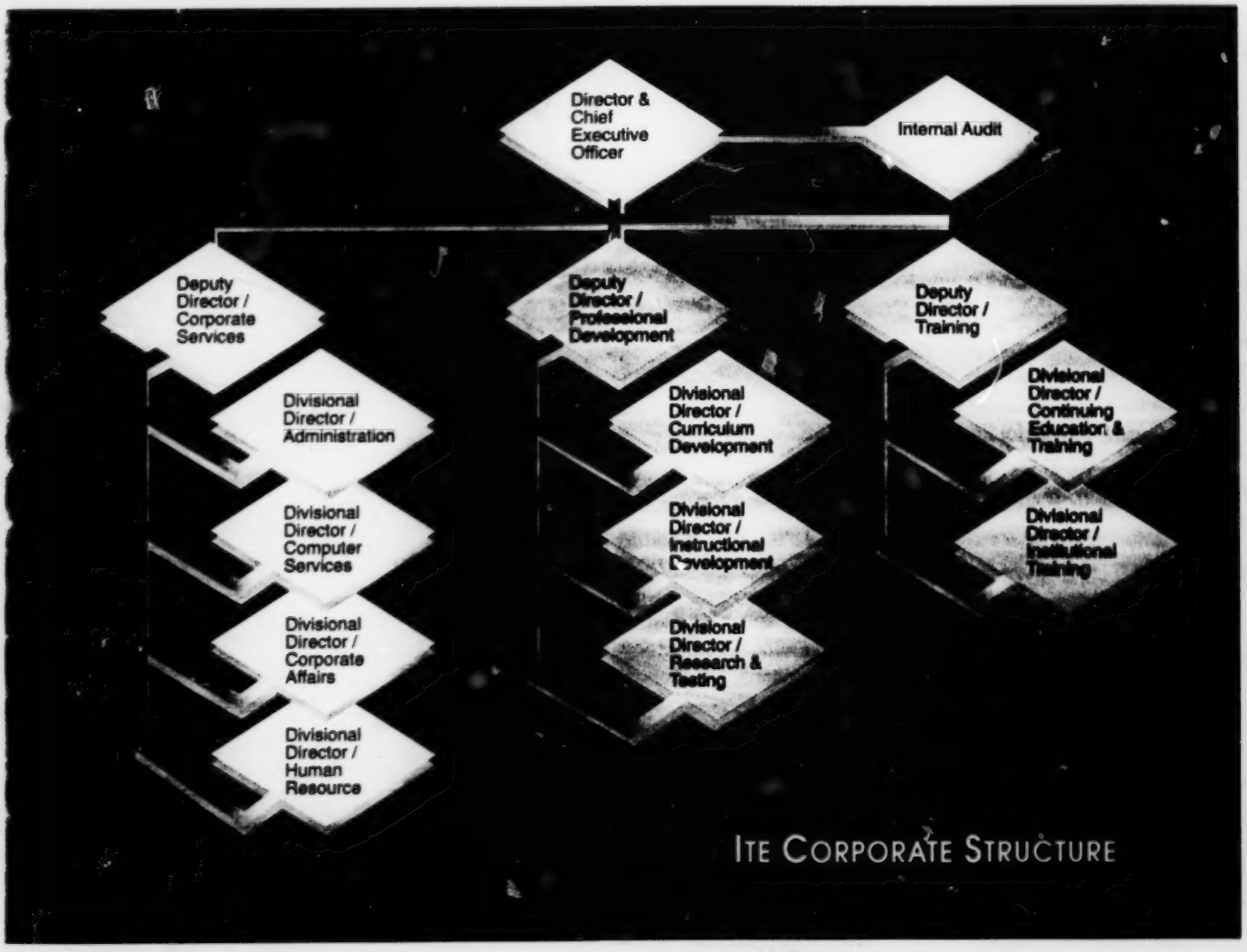
Mr Peter Gordon McLewin
Managing Director
Rockwell International
Manufacturing Pte Ltd
(Up to 3 May 1992)

Mr Tony Tan Keng Joo
Chief Architect
Housing & Development Board

Mr Cyrille Tan Soo Leng
General Secretary
United Workers of Electronics &
Electrical Industries

Mr Wong Lin Hong
Senior Vice President
Transpac Capital Pte Ltd

Mr John Yip Soon Kwong
Director of Education
Ministry of Education


Director & Chief Executive Officer
Internal Audit
Deputy Director / Corporate Services
Deputy Director / Professional Development
Deputy Director / Training
Divisional Director / Administration
Divisional Director / Computer Services
Divisional Director / Corporate Affairs
Divisional Director / Human Resource
Divisional Director / Curriculum Development
Divisional Director / Instructional Development
Divisional Director / Research & Testing
Divisional Director / Continuing Education & Training
Divisional Director / Institutional Training

ITE CORPORATE STRUCTURE

The Directorate

Members of the Directorate as at 31 March 1993 were:

Director & Chief Executive Officer
Dr Law Song Seng

Deputy Director/Corporate Services
Mr Tan Hong Choon

Deputy Director/Professional Development
Mr Ng Ah Seng

Deputy Director/Training
Mr Sam Sui Chee

Divisional Director/Administration
Mr Lim Cheng Siong

Divisional Director/Computer Services
Mr Chan Soon Weng

Divisional Director/Continuing Education & Training
Mr Ang Chai Soon

Divisional Director/Corporate Affairs
Mr Lam Kin Hong

Divisional Director/Curriculum Development
Mr Cheang Wee Kok Shang

Divisional Director/Human Resource
Miss Sabrina Loi

Divisional Director/Institutional Training
Mr Tham Kin Foon

Divisional Director/Instructional Development
Mr Ho Yoke Sie

Divisional Director/Research & Testing
Mr Szeto Yee Jean

The Technical Institutes and Training Managers

The technical institutes of ITE and their Training Managers as at 31 March 1993 were:

ITE Ang Mo Kio
Mr Kok Kam Wah

ITE Balestier
Mr Soh Juin Wei

ITE Bedok
Mr Wilson Lim Ser Khye

ITE Bishan
Mr Ong Cheng Huat

ITE Bukit Merah
Mr Tan Teck Hwa

ITE Clementi
Mr Eric Lim Teck Guan

ITE Geylang Serai
Mr Teo Kok Leong

ITE Jurong
Mr Peter Syddall

ITE MacPherson
Mr Francis Yeo Kim Suee

ITE Pasir Panjang
Mr Edmund Ong Lee Lian

Boys' Town Vocational Institute (Government-aided)
Mr Thomas Augustine Daniel

■ A CORPORATE OVERVIEW

> "The formation of Institute of Technical Education is a crucial national initiative in technical education and training to meet the skilled manpower needs of Singapore's modern industrialised economy."

Significant changes have been made to Singapore's education and training system. Under the new education system introduced in 1992, every school leaver will receive at least 10 years of education, including four years at secondary level, before he proceeds for further education or training.

With the change in the education system, the former Vocational and Industrial Training Board was restructured and upgraded to become ITE. ITE is a post-secondary institution offering higher-level skills training, wider occupational choices and more progression opportunities for 25% of each annual cohort of school leavers.

ITE is tasked to fulfil six principal functions:

- To promote and provide full-time pre-employment institutional training to secondary school leavers;
- To upgrade the technical skills of the workforce through continuing education and training;
- To promote and regulate industry-based training and education in technical skills;
- To develop and regulate the certification and standards of technical skills;
- To promote and provide consultancy services on technical skills training; and
- To promote research on technical skills training and education.

Full-time Institutional Training

Full-time institutional training is the main feature of the training system. It allows school leavers to acquire broad-based skills for employment.

Some 40 courses at Industrial Technician Certificate (ITC), National Technical Certificate (NTC), Certificate in Business Studies (CBS) and Certificate in Office Skills (COS) levels are conducted at the training institutes for different categories of school leavers.

Training with Industry

■ Apprenticeship

Under the apprenticeship system, school leavers can undergo training while receiving a wage. In apprenticeship, employers conduct on-the-job training for their own apprentices. This includes practical training and industrial work experience.

The off-the-job training component, comprising mainly theoretical lessons, is conducted at ITE institutes or company training centres that have been awarded the "Approved Training Centre" (ATC) status. Some 60 courses are available under the apprenticeship system. Training grants are offered by the Skills Development Fund (SDF)

to employers to offset a part of the costs incurred by participating in apprenticeship programmes.

■ Industry-based Training

ITE encourages companies and industry groups to conduct their own training or set up training centres to meet their specific skills needs. For industry-based training, the companies and industry centres that meet ITE's requirements in terms of training curricula, facilities and staff, are granted the ATC status. Companies and industry training centres also receive professional support from ITE on the development of training curricula and materials, training of trainers and skills testing.

Continuing Education and Training

■ Continuing Skills Training

Continuing skills training offers opportunities for workers to upgrade their skills in ITE technical institutes or ATCs. The major training programmes under the continuing skills training framework include the Modular Skills Training (MOST), Training Initiative for Mature Employees (TIME), Adult Cooperative Training Scheme (ACTS) and customised courses.

- **Modular Skills Training (MOST)**

  MOST provides part-time skills courses in a modular format, with each module lasting six months. It allows workers to upgrade their skills in the evenings, weekends or through the day-release mode. There are stipulated minimum educational and skills requirements for the MOST programme. The scheme offers a total of 42 courses comprising 160 modules.

Trainee undergoing precision engineering training. ITE places a strong emphasis on providing skilled manpower to the precision engineering industry as it is a critical core capability which Singapore needs to build up in order to support its many other key industries.

A mature worker undergoing skills upgrading under the TIME programme. As Singapore's industries upgrade to high-technology and capital-intensive operations, there is an urgent need for the older workers to upgrade and acquire higher-level skills that are relevant to industries' needs.

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- **Training Initiative for Mature Employees (TIME)**

  TIME, launched in 1991, is a unique modular skills training scheme designed for workers aged 40 years and above. The older workers, especially those without formal educational qualifications, can participate in training under TIME.

  The courses can be conducted in English, Mandarin, Malay or Tamil depending on the language needs of the workers. The training is normally conducted in the day-release mode or as evening/weekend classes. A total of 16 courses comprising 61 modules, is conducted under the TIME Scheme.

- **Adult Cooperative Training Scheme (ACTS)**

  ACTS, also a modular training scheme, is aimed at young working adults between the ages of 20 and 40 years. Like TIME, ACTS stipulates no formal educational entry requirements for participants except in electronics and electrical courses. Depending on the language needs of the participants, the training can be conducted in Mandarin, Malay, Tamil or English.

  Unlike TIME and MOST, ACTS is conducted solely in the apprenticeship mode, comprising both on-the-job and off-the-job training. Sponsorship by employers is a pre-requisite for workers' participation in the scheme. A total of 12 courses comprising 48 modules, are offered under ACTS.

- **Customised Courses**

  ITE conducts specially-designed skills courses upon the request of companies which require specific training needs to be met.

■ Continuing Education

To complement the full-time education system, ITE provides part-time continuing education classes for working adults to enable them to attain GCE 'N', GCE 'O' or GCE 'A' level qualifications.

■ Basic Education for Skills Training (BEST)

BEST offers basic literacy and numeracy courses in a modular format for workers to attain primary education before proceeding for skills training or further secondary education.

■ Worker Improvement through Secondary Education (WISE)

The WISE programme is another modular scheme, offering opportunities for workers to improve their level of English Language and Mathematics up to the GCE 'N' level.

Trainees learning the Flexible Manufacturing System in the multi-disciplinary ITC Electro-Mechanical Engineering course. Industrial demand for technicians with multi-disciplinary skills is expected to increase as more Singapore companies automate their production lines.

Skills Certification

Besides the testing and certification of its full-time and part-time trainees, ITE also conducts public trade tests for workers who have acquired the necessary skills through on-the-job training and work experience.

Consultancy Services

ITE renders its professional expertise to the industry, for example, through consultancy services in areas such as training needs analysis, curriculum design and training of industry trainers.

To strengthen its international linkages, ITE also shares its experience and expertise in technical education and training with other countries through various projects and training courses.

Research

ITE carries out research to enhance the standard of education and training in Singapore, in particular, the quality of training and the management of training programmes. The research is carried out either independently or as joint projects with other organisations.

Categories of Full-time Courses Conducted in ITE

	Level	Duration & Entry Qualifications
ITC	Industrial Technician Certificate	Two-year programme for GCE 'O' level school leavers
CBS	Certificate in Business Studies	Two-year programme for GCE 'O' level school leavers
NTC-2	National Technical Certificate Grade 2	Two-year programme for GCE 'O'/ 'N' level school leavers
COS	Certificate in Office Skills	One-year programme for GCE 'O'/ 'N' level school leavers
NTC-3*	National Technical Certificate Grade 3	One-year programme for school leavers who have completed at least 10 years of education
		Two-year programme for Primary 8 Extended (P8E), Primary 6 Normal (P6N) and Secondary 1 to 3 school leavers
		Three-year programme for Primary 8 Monolingual (P8M) school leavers
CoVT*	Certificate of Vocational Training	Two-year programme for P8E and P6N female school leavers
		Three-year programme for P8M female school leavers

** The full-time NTC-3 and CoVT programme are scheduled to be phased out by end 1995, following the implementation of the new education system which provides the opportunity for all students to have at least 10 years of education.*

■ CALENDAR OF SIGNIFICANT EVENTS

> "1992 will well be remembered as the year when the Institute of Technical Education was established."

1 April 1992

The formation of ITE.

2 April 1992

Seminar on "Apprenticeship Training - Partnership with Industry" held to celebrate the formation of ITE.

4 April 1992

Signing of the agreement for the provision of consultancy services by ITE and Keppel Shipyard to the Maritime Industry Authority of the Philippines (MARINA).

12 April 1992

Mass jog, "Jogging to ITE" held to celebrate the formation of ITE.

1 May 1992

Dr Tay Eng Soon, Minister-in-charge and Chairman of ITE, was awarded the NTUC Meritorious Service Award for his contribution to continuing education and training of workers and his active participation as a union adviser.

20 May 1992

Formation of the Advisory Council on Continuing Education & Training (ACCET).

5 August 1992

Signing of the Memorandum of Agreement on the Staff Review Exercise between Management and the Union of ITE Training Staff.

17 August 1992

Formation of the Joint ITE-Ministry of Education (MOE) Committee on Promotion of Technical Training.

14 October 1992

Launching of the ITE Song entitled "Progress with ITE".

2 November 1992

Introduction of the apprenticeship programme in NTC-2 Process Operation and Control.

10 November 1992

Launching of the Adult Cooperative Training Scheme (ACTS).

Mr Lee Yock Suan, the Minister for Education, visited ITE Bedok on 13 May 1992.

24 - 26 November 1992

Hosted the Conference on "Quality Workforce Through On-the-Job Training" for member countries under the Asia Pacific Economic Cooperation - Human Resource Development for Industrial Technology (APEC-HURDIT) Network.

22 - 26 February 1993

Assisted in the organisation of the Conference on "Innovation of Production Systems in Manufacturing Industry" under the APEC-HURDIT Network for the Association for Overseas Technical Scholarship, Japan.

13 May 1992
Mr Lee Yock Suan, Minister for Education.

24 June 1992
HE Mr R M Molomo, Minister for Education, Botswana.

15 July 1992
Mr Lew Syn Pau, Chairman, Government Parliamentary Committee for Education, and GPC members.

28 July 1992
HE Mr P V Obeng, Chairman of the Committee of Secretaries, Ghana.

4 August 1992
Representatives of SINDA, MENDAKI, CDAC and AMP.

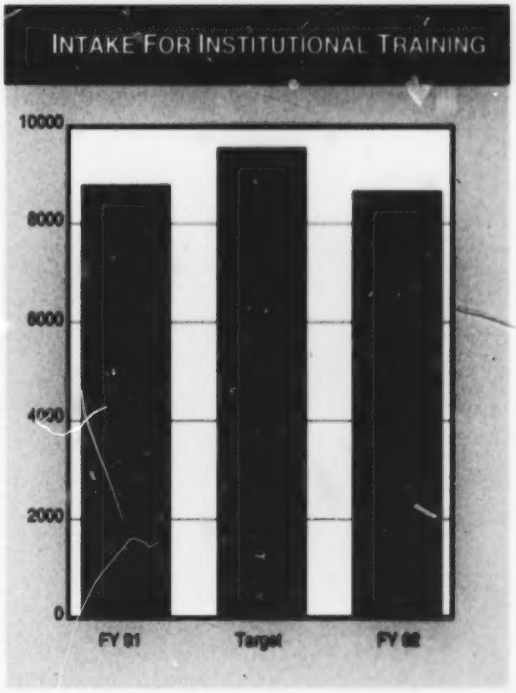
20 August 1992
Mr Keetla Masogo, Permanent Secretary of the Ministry of Labour and Home Affairs, Botswana.

29 October 1992
HE Hon R Jaddoo, Minister of Manpower Resources, Mauritius.

18 February 1993
Mr Mom Chim Huy, First Vice-Minister of Education, Cambodia, and
Mr Roath Kim Soeun, Deputy Chief of Cabinet, Cambodia.

■ REVIEW OF OPERATIONS

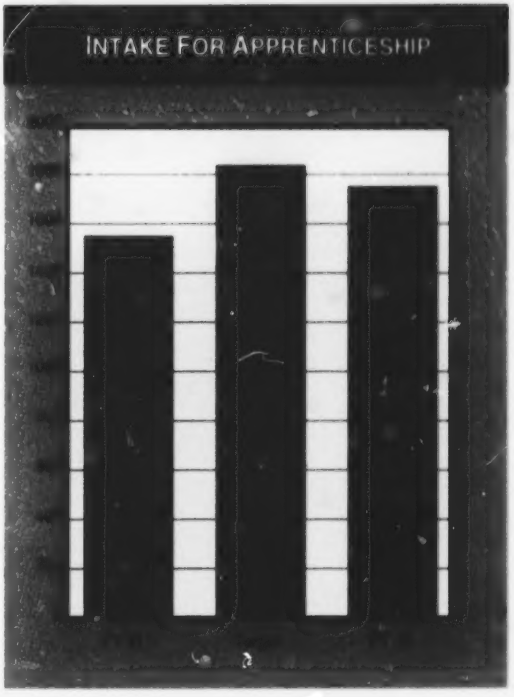
"With the close of another financial year, we have taken another stride towards building a quality workforce for Singapore."



Quantitative Review

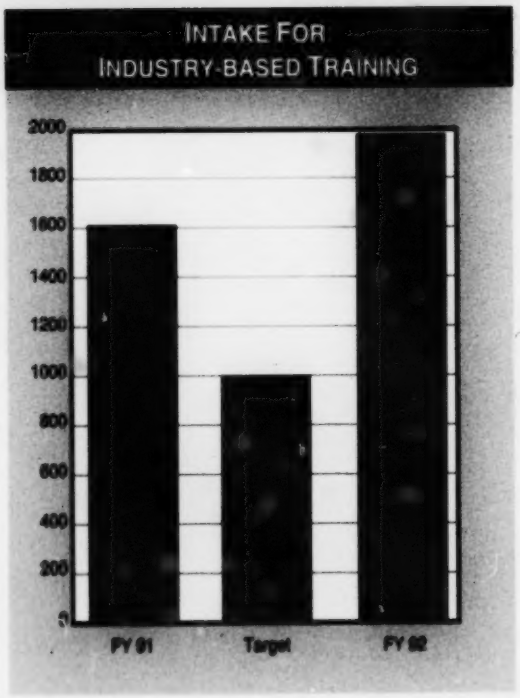
■ Full-Time Institutional Training

A total of 6,91[illegible] trainees completed their training in FY 92. The enrolment for full-time institutional training in FY 92 was 15,620, representing a marginal increase of 0.3% from FY 91. The FY 92 intake was 8,651 or 43% of school leavers available for technical training, representing a marginal decline of 1% from FY 91. This was 4 percentage points off the target intake rate of 47%.



Some 3,106 primary school leavers, or about 91% of the available pool, were captured for vocational training, exceeding the target intake rate of 84% by 7 percentage points. For secondary school leavers who left the school system prematurely before taking their GCE 'N' and 'O' level examinations, an intake of 379 or 20% of available pool was registered for FY 92. This intake rate represented a shortfall of 5 percentage points from the target intake rate.

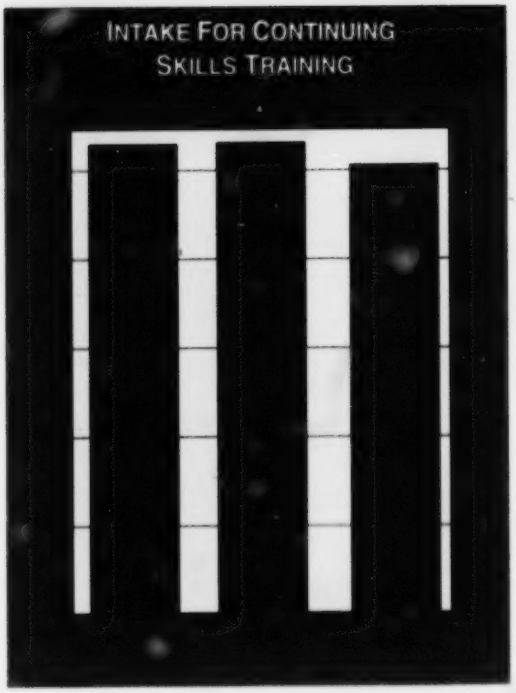
For the secondary school leavers who had completed their GCE 'O' or 'N' level examinations, 5,166 or 35% of the available pool joined ITE full-time courses. This represented a shortfall of 4 percentage points from the target intake rate of 39%. The drop was attributed to a smaller pool of



GCE 'O' level school leavers available for skills training and the polytechnics' increased intake of some 1,000 in 1992 compared to 1991.

■ Apprenticeship

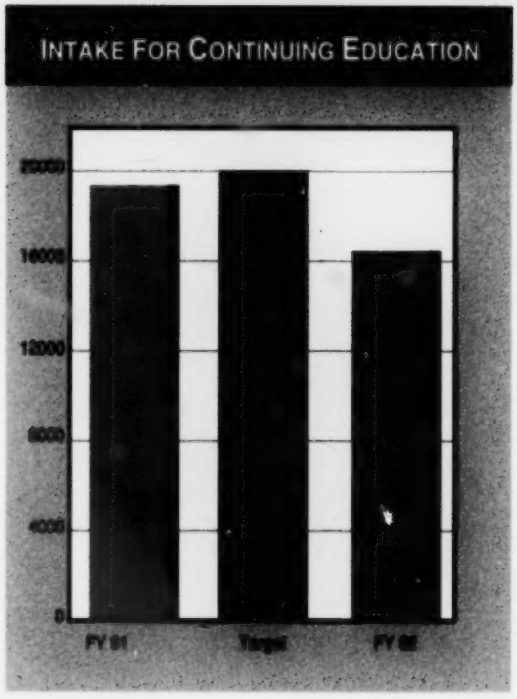
The intake for apprenticeship registered a 13% increase over FY 91, from 1,549 in FY 91 to 1,750 in FY 92. This intake also represented an increase of 3 percentage points, from 16% in FY 91 to 19% of the pool of secondary school leavers available for ITE training in FY 92, after discounting those who took up full-time institutional training. This intake, however, fell short of FY 92 target by 5%.



In 1992, a total of 491 companies were given approval to participate in apprenticeship. This was an increase of 177 companies or 56% over 1991. Of the 491 companies, 294 or 60% are SMEs. The increase in the number of apprentices and participating companies reflected the increasing acceptance of apprenticeship by school leavers and employers.

■ Industry-based Training

The industry-based training courses had an intake of 1,977 participants in FY 92 which was 23% higher than FY 91 intake and 98% higher than the target. This was largely due to the additional capacity provided by the increase of six ATCs. As at 31 March 1992, there was a total of 52 ATCs.



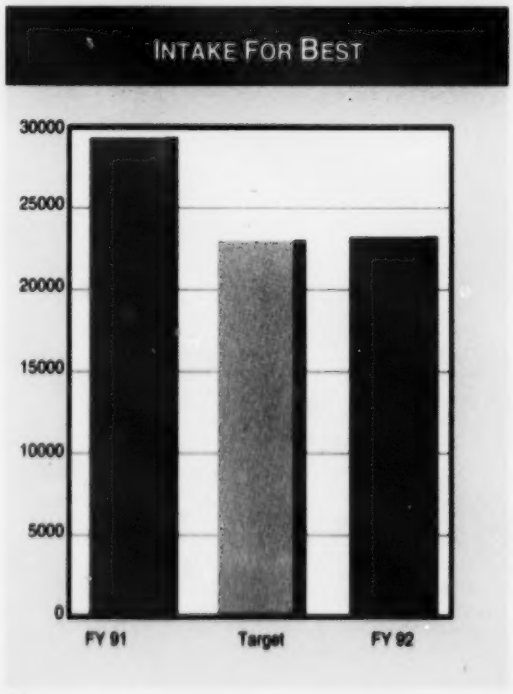
■ Continuing Skills Training

The continuing skills training courses recorded an intake of 20,158 in FY 92 which was 5% lower than FY 91 intake and short of the target by 5%. There was a decline in the demand for customised courses for FY 92.

Future demand for customised courses is expected to decline further as feedback from employers indicates that they are likely to require fewer customised courses with the availability of formalised training programmes such as ACTS and TIME.

■ Continuing Education

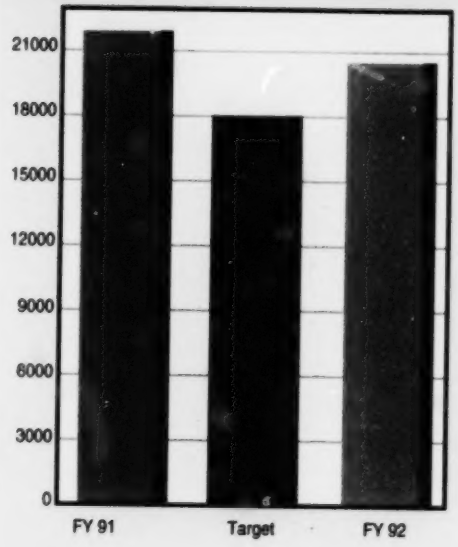
The continuing education classes attracted an intake of 16,432 participants in FY 92, a decline of 15% from FY 91 intake and 18% short of the target. With a smaller school cohort, continuing improvement in the performance of students in the school system, greater accessibility of private schools offering GCE 'O' and 'A' level revision courses and other training opportunities available, the demand for continuing education courses has been declining over the past three years.



■ BEST

The FY 92 intake of 23,219 participants for the BEST programme met the target although it was

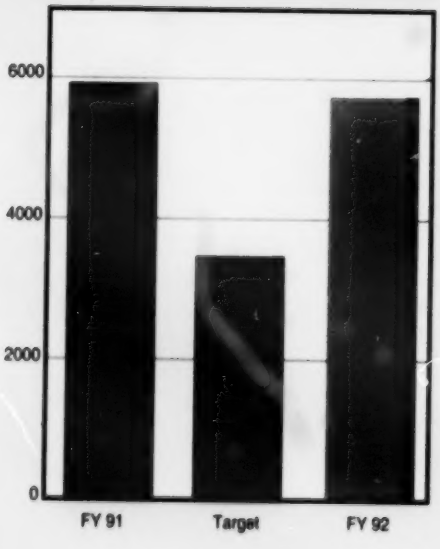
INTAKE FOR WISE



21% lower than the intake of 29,300 in FY 91. As at 31 March 1992, the BEST programme recorded a total of 176,440 participants who had enrolled for one or more modules since its inception in 1983. This represented 78% of the potential pool of 225,000 persons targeted for the BEST programme.

Of those who attended BEST, 45,805 persons had successfully completed Module 4 (highest level) in English Language and/or Mathematics. In addition, 15,470 of them went on to enrol in the WISE, MOST or continuing education programmes.

INTAKE FOR PUBLIC TRADE TESTS



■ WISE

The intake for FY 92 was 20,148, about 8% lower than the FY 91 intake but 12% higher than the target. To date, the WISE programme recorded a total of 51,044 persons who had enrolled for one or more modules, capturing 42% of the programme's target pool of 122,000 persons.

■ Public Trade Tests

The FY 92 candidature of 5,744 was 3% lower than FY 91 candidature but it exceeded the FY 92 target by 66% due to a large group of some 1,055 candidates from the marine industry sitting for the public trade tests.

■ Total Expenditure

The total expenditure was $98.7 million for FY 92, an increase of 1.5% compared with FY 91 due to the increase in the expenditure on manpower from $81.5 million to $83.0 million. The average cost of training for full-time institutional training for FY 92 was $5,320 per trainee.

KEY DEVELOPMENTS IN FY 92

■ Restructuring of NTC System

A major restructuring exercise of the NTC system was undertaken in FY 92 to make it more relevant and flexible for ITE trainees. The new NTC system allows trainees up to three years to complete their NTC-2 courses. The NTC-2 curriculum model was revised to include supplementary curriculum hours for the trainers to provide additional coaching in Trade Theory, English Language and Mathematics depending on the needs and profile of the trainees.

■ ITE-Germany Cooperation in Technical Training

Under the five-year ITE-Germany Cooperation agreement established in June 1991, the following projects were implemented in FY 92:

- Two German experts shared Germany's experience in apprenticeship with local employers at a Professional Seminar on Apprenticeship, held in April 1992;

- German consultancy services were provided to incorporate the learning of key competencies such as problem-solving, planning and social skills, into the NTC-2 Precision Machining curriculum. The revised NTC-2 Precision Machining curriculum was pilot-tested in January 1993. Plans have been made to incorporate the learning of key competencies into other courses after its successful implementation in the NTC-2 Precision Machining course; and

- The Management of ITE MacPherson (ITE/MP) visited the Gottlieb-Daimler-Schule (GDS), Germany, under the GDS-ITE/MP partnership. The visit enabled the study team to examine German teaching methodology and appraisal system for possible incorporation into the ITE training system.

■ Formation of External Committees to Promote Technical Training

Several important councils/committees were formed in FY 92 as part of ITE's plan to collaborate with other government bodies and employers in promoting and enhancing technical training.

The Advisory Council on Continuing Education and Training (ACCET) was formed in May 1992 to provide a more integrated approach in overseeing the implementation and promotion of CET programmes such as BEST, WISE, MOST, TIME and ACTS.

The Council on Apprenticeship Training (CAT), a tripartite council with employers, Government and union representatives, was formed in May 1992 by the Singapore Manufacturers' Association (SMA). It presents an avenue for ITE to work closely with SMA and other government agencies to promote apprenticeship among employers and school leavers.

ITE established an important linkage with the Ministry of Education (MOE) through the formation of the Joint ITE-MOE Committee on Promotion of Technical Training in August 1992. The Committee aims to develop strategies for promoting technical training to students in schools, especially those from the new Normal (Technical) stream.

■ Skills Training in Support of Regionalisation Training Scheme

ITE formulated a training scheme in FY 92 to help local companies train foreign workers employed in their overseas plants.

The following training modes are offered under the scheme to meet the diverse needs of companies who seek skills training for their foreign workers:

- Apprenticeship-mode training for companies requiring both off-the-job training (Off-JT) and on-the-job (OJT) training;
- Fully-OJT in the company's premises in Singapore;
- Fully-Off-JT in ITE institutes; and
- Sending of ITE trainers overseas to conduct training.

ITE will also offer language training through the BEST and WISE programmes as part of the training package, when required.

■ Launching of ACTS Programme

The ACTS programme was launched in November 1992. Twelve courses were offered initially. As at 31 March 1993, 183 workers from 33 companies had enrolled in the programme.

■ Introduction of New Apprenticeship Programmes

A total of six apprenticeship programmes were introduced in FY 92. They were NTC-3 Precision Optics, NTC-2 Architectural Drafting, Civil

Structural Drafting, Hairstyling, Jewellery Making and Process Operation & Control. In particular, the NTC-2 Process Operation & Control course was developed for a new industrial sector, namely the petrochemical and chemical industry. Plans have been made to offer a new course, the Certificate in Computer Operations for the information technology industry. The course will be introduced in April 1993.

The hybrid apprenticeship training scheme, comprising an initial block of full-time training followed by day-release training, was introduced in July 1992 for NTC-2 Motor Vehicle Mechanics and Certificate in Office Skills.

■ Asia Pacific Economic Cooperation - Human Resource Development for Industrial Technology (APEC-HURDIT) Network Projects

Two major events were organised under the auspices of APEC-HURDIT Network in which ITE participated as Singapore's National Lead Institution:

- A three-day conference under the first phase of the "Quality Workforce Through On-the-Job Training" project was held in November 1992. The conference, hosted by ITE, was attended by 105 participants from 10 countries. The second and third phases of the project, involving study missions to Australia and Japan, and possibly the provision of training experts from these two countries, are targeted for implementation in FY 93; and

- A five-day seminar on "Innovation of Production Systems in Manufacturing Industry" was held in February 1993. The seminar, organised by the Association for Overseas Technical Scholarship, Japan, and implemented by the Japan Machine Tool Builders' Association with assistance from ITE, was attended by 75 participants from 10 countries.

■ Transfer of Precision Engineering Institute and Philips-Government Training Centre to ITE

To streamline the technical training system in Singapore, the Government approved the transfer of the Economic Development Board's (EDB) Precision Engineering Institute (PEI) and the Philips-Government Training Centre (PGTC) to ITE. This will take effect from 1 April 1993.

■ Technical Assistance to the Philippines

In FY 92, ITE collaborated with Keppel Shipyard to provide consultancy services to the Maritime Industry Authority (MARINA), Philippines. The project, funded under Singapore's Technical Assistance Scheme to the Philippines, was aimed at developing a manpower development system

for the shipbuilding and shiprepair industry in the Philippines.

Under this consultancy project, ITE trained 13 MARINA officers in formulating occupational training standards; developing training materials; developing and administering skills tests; and training of instructors.

To ensure the consolidation of acquired skills and knowledge through actual application, ITE also provided four professional staff to work with the MARINA project staff in the Philippines on a short-term attachment basis.

■ Singapore's Participation in the International Youth Skills Olympics

ITE will be the lead institution representing Singapore in the next International Youth Skills Olympics to be held in 1995. To enhance Singapore's chances for success, a National Skills Competition (NSC) will be organised in June 1994 to select candidates for the Skills Olympics.

The organisation of the NSC and Singapore's participation in the Skills Olympics will be promoted as a national effort with support from employers, unions, government and private institutions.

A National Steering Committee on Skills Competition, comprising representatives from ITE, external organisations and institutions such as the four Polytechnics, Nanyang Academy of Fine Arts (NAFA), Singapore Hotel Association Training and Educational Centre (SHATEC), La Salle College of the Arts, National Trades Union Congress (NTUC) and Council on Apprenticeship Training (CAT), will be formed in FY 93 to spearhead and coordinate the preparations for these events.

Trainee learning precision engineering skills from training staff. With effect from 1 April 1993, ITE will be the sole training institution providing skills training in precision engineering with the transfer of EDB's Precision Engineering Institute and Philips-Government Training Centre to ITE.

■ OUR TRAINEES

> "ITE training is designed to prepare its trainees for good paying jobs with excellent career and enhancement prospects."

Profile of Trainees

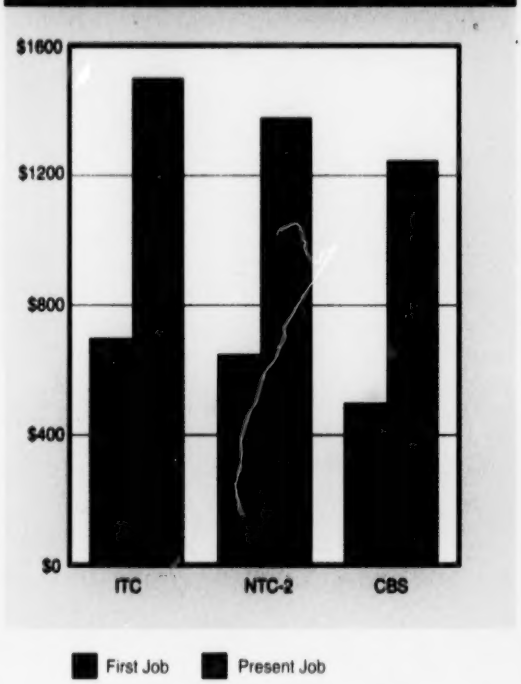
Male and female trainees made up 66% and 34% respectively of the total trainee population in ITE in FY 92. Some 55% of the trainee population have secondary education while 45% have only obtained primary education.

With ITE aiming to become a fully post-secondary institution, more school leavers with at least 10 years of education, including secondary-level education, are expected to enrol for technical training.

Career Performance and Advancement

ITE conducts regular surveys to monitor the employment performance of its graduates in the job market. The latest survey in 1992, conducted on ITE's graduates who have been in the job market for five years, reaffirmed the fact that ITE graduates are in demand by the industries, and have good earning power and advancement prospects.

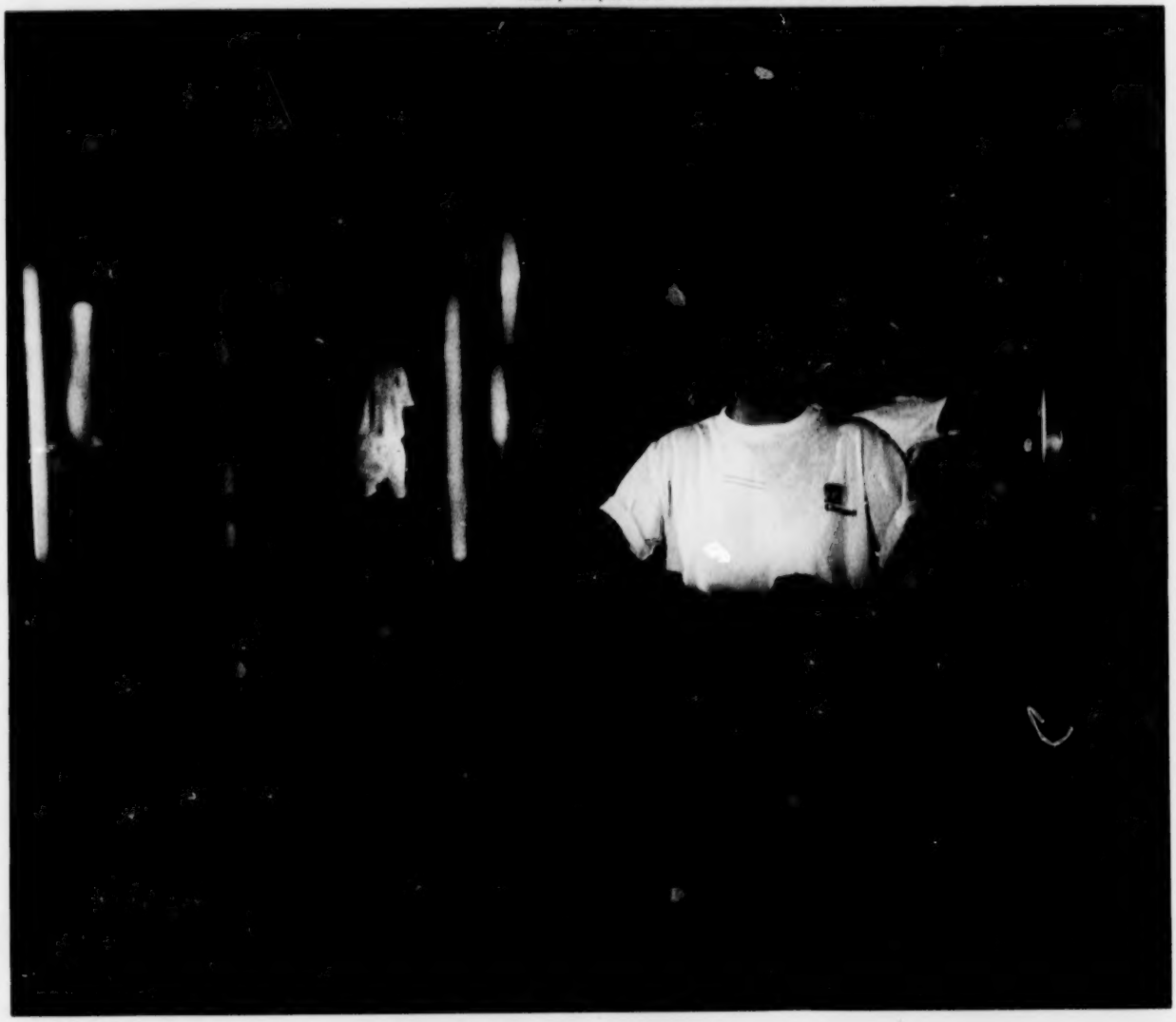
MEDIAN MONTHLY SALARY OF FIRST (1987) AND PRESENT (1992) JOB OF ITE GRADUATES



Based on the survey, the overall median monthly salaries of ITE graduates who possess ITC, CBS or NTC-2 qualifications were more than double their first drawn salaries over a five-year period. The overall median monthly salaries of ITE graduates in employment were 110% to 150% higher than the starting salaries. These increases are higher than the overall national average increase of 47% for 1987-1991.

The survey also indicated that ITE training has opened up new opportunities for its graduates to

Trainee working out in an institute's gymnasium. A wide range of extracurricular activities are provided in ITE training institutes to promote healthy lifestyle, and for the character and social development of its trainees.



upgrade themselves and advance in their careers. Some 40% of ITE graduates took up further training or education.

Overall, one out of four ITE graduates has completed or is undergoing diploma-level training in the polytechnics. Many of them have performed outstandingly in the diploma courses. This is mainly due to the strong foundation developed through ITE training.

Progression

In 1992, a total of 196 ITC, CBS and NTC-2 graduates were admitted to the local polytechnics for full-time diploma courses. This represented an increase of 42% compared with the previous year.

In addition, some 800 ITE graduates successfully enrolled for the part-time diploma courses offered by the polytechnics. This was 10% more than that of 1991.

Internally, 449 trainees who performed well in their NTC-3 courses, progressed to NTC-2 courses. Twenty NTC-2 graduates with good performance progressed to ITC courses. For business studies courses, 53 COS graduates progressed to the CBS courses.

Efforts to Promote Civic Consciousness Among Our Trainees

Continuing efforts were made to inculcate civic consciousness and social responsibility in ITE trainees. In 1992, the trainees were involved in many social and community projects.

On 12 April 1992, ITE trainees participated in a Mass Jog to celebrate the inauguration of ITE. The event raised some $256,000 for bursaries and scholarships which will provide needy and deserving ITE trainees with the financial support to take up technical training.

In another project, the trainees helped raise some $54,000 for the Teck Ghee Community Centre Building Extension Fund.

In community work, ITE trainees visited homes for the aged and disabled, and orphanages. The trainees used their skills to service and repair electrical fittings and appliances in these homes. They also painted the premises, and repaired the furniture and other household items.

Concert band from ITE Clementi giving a performance. Besides skills learning, ITE trainees also acquire talents when they are involved in the institutes' extracurricular activities.

Healthy Lifestyle

Several activities and measures were introduced to promote a healthy lifestyle among the trainees. A healthy lifestyle corner, equipped with weighing machines, charts and relevant literature on healthy living, was set up in each ITE institute.

The corner provided information on ways to stay healthy, to check and monitor trainees' weight/height ratio. Fitness training rooms were also set up in all the training institutes.

Two fitness programmes, namely the Fitness Improvement Training (FIT) and the Reduction of Weight (ROW) programmes, were introduced to improve the trainees' fitness level and help overweight trainees reduce their weight to an acceptable level.

A total of 13,396 trainees took the National Physical Fitness Award (NAPFA) test in 1992. Some 51% of the trainees passed the NAPFA test.

Excellence In Sports And Games

ITE trainees won six zone and five National Schools Championship titles in the Singapore Schools Sports Council Competitions. The titles captured were for:

■ **Zone Competitions**

'B' Boys Sepak Takraw for South Zone;
'A' Boys Soccer for South Zone;
'A' Boys Soccer for West Zone;
'B' Boys Soccer for West Zone;
'A' Boys Soccer for East Zone; and
'B' Boys Volleyball for North Zone.

■ **National Schools Championships**

'A' & 'B' Boys Soccer;
'A' & 'B' Boys Sepak Takraw; and
'A' Boys Basketball.

A total of 22 Zone Colours Awards and eight National Schools Colours Awards were presented to ITE trainees in 1992.

Sixty ITE trainees were selected to represent Singapore, Youth and Combined Schools teams in badminton, basketball, hockey, rugby, sepak takraw, soccer, softball, taekwondo, track & field, volleyball, waterpolo and wushu.

Participation in the 1992 National Day Parade

Some 1,500 trainees participated in the National Day Parade grand finale entitled "Lighting up the Future". Using umbrella-shaped props with coloured bulbs, the contingent thrilled the

spectators with patterns formed by the manipulation of switches and choreographed movements.

Another 400 female trainees put up a four-minute pre-parade calisthenic display on the field. During the parade, they were at various points of the stadium gallery to lead spectators in cheering and singing.

Strengthening Institute-trainee Bond

Nine training institutes introduced new trainee uniforms in 1992. Each institute decided on the colours and design of its uniform with inputs from its trainees and staff. The uniform will help to instil a sense of identity and belonging in trainees for their institutes.

The ITE song, "Progress with ITE", was launched on 14 October 1992. The song is now sung daily at the institutes' morning assembly and at ITE's official functions. The song is aimed at promoting a sense of pride in ITE.

Trainee Councils were formed in the training institutes to give trainees the autonomy in planning, organising and managing non-curricular activities. ITE has also planned to set up cooperative shops in its institutes. These shops will be managed entirely by ITE trainees and provide them with an avenue to develop their leadership potential, and acquire organisational and interactive skills.

■ THE TRAINING

> "There is a continual need to upgrade the training curriculum in order to stay up-to-date with technological developments and skills changes."

Review of Training Curricula

A curriculum review for seven courses, aimed at updating the standards and contents of the courses in order to meet the needs of the industry, was completed in FY 92.

The courses were:

ITC Electrical Engineering;

ITC Electronics Engineering;

ITC Mechanical Engineering;

NTC-2 Motor Vehicle Mechanics;

NTC-2 Electronics Servicing (Electronics Instrumentation);

NTC-2 Fashion Garment; and

NTC-3 Food Preparation (Chinese Cuisine).

Realistic training - business studies trainees undergoing training in a simulated office environment.

The BEST programme was also reviewed to update its curricula for better linkage with the WISE programme. The revised BEST curriculum included the introduction of a listening comprehension assessment in the Module 4 of the English Language course. This is aimed at enhancing the listening skills of BEST participants.

Tests and Examinations

ITE extended the CBS examinations to students of approved private schools in January 1993. In FY 92, seven new test areas were introduced. They were:

NTC-1 Precision Tooling Design;

NTC-3 Mould Lofting;

CoC Dockside Tower Crane Operations;

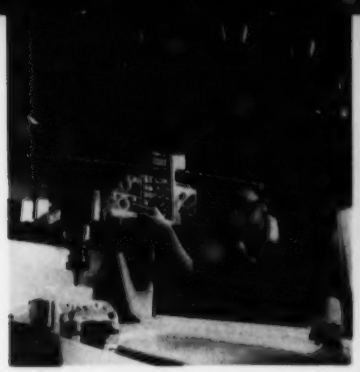
CoC Painting & Blasting;

CoC Rigging & Material Handling;

Certificate in Health Care (Out-patient); and

Certificate in Health Care (In-patient).

With effect from January 1993, workers with five years of relevant work experience are eligible to apply for NTC-2 public trade tests immediately after acquiring the NTC-3. Previously, workers upon acquiring NTC-3 qualifications, needed to work for three years in relevant jobs before they are eligible to take the NTC-2 public trade tests.



Training of Industry Trainers

A total of 871 participants successfully completed one or more modules of the Industry Trainer course, namely Coaching Skills, Instructional Skills and Planning & Implementing Supervised Field Training. Thirty-one industry personnel were awarded the Industry Trainer Certificate for successfully completing all the three modules and satisfying other stipulated criteria.

Computer-based Training

A pilot study on implementing computer-based training in the NTC-2 Electronics Servicing course was carried out in ITE Bedok. The computer-based training was found to be helpful to trainees in obtaining better results. It also increased trainees' motivation in training. Computer-based training will be extended to other ITE courses.

***Trainee** undergoing training on the latest software in computer-aided drafting. ITE seeks to provide up-to-date training and to keep pace with technological changes.*

■ THE TRAINING ENVIRONMENT

> "It is essential that the training environment be conducive for skills learning and knowledge acquisition. ITE institutes will also have facilities and amenities for trainees' social interaction, character development and personal enrichment."

Development of Training Institutes

A new training institute at Yishun was completed in March 1993. The new training institute at Bishan will be completed by July 1993. Piling works on the ITE's new headquarters and technical institute at Ayer Rajah will commence in May 1993. The project is targeted for completion by 1995.

Training scene in one of the ITE institutes. Under its development plan, ITE will build modern training facilities for its trainees.

In December 1992, the Ministry of Finance approved a sum of $174.11 million for the development of a new training institute in Tampines; redevelopment of three existing institutes, namely ITE Balestier, ITE MacPherson and ITE Jurong; and upgrading of three other existing institutes, namely ITE Ang Mo Kio, ITE Bedok and ITE Clementi.

By the year 2000, ITE will have a total of 10 new or upgraded institutes which will provide a total of 16,000 training places for an annual intake of 10,000 school leavers.

Computerisation

The local area network was fully set up for the ITE HQ and the 10 training institutes. The remote databases of the training institutes are made accessible to the ITE HQ and other training institutes.

Within the institutes, considerable improvements were made in operational efficiency through the introduction of the Timetabling and Enrolment & Registration subsystems. Reports such as class schedules, class registers and name lists can now be produced by the systems automatically. Timely and accurate information or key institutional statistics, such as trainee enrolment and output, can also be produced more quickly.

Business studies trainees can look forward to ITE Bishan, a training institute with modern facilities and amenities to meet their needs and aspirations.

■ THE INDUSTRY SUPPORT

"We believe in partnership with industry to pursue our mission in promoting and enhancing technical skills training. The industries give feedback on the latest developments. In response, we seek to establish common interests and jointly develop schemes to meet industries' manpower and training needs."

Approved Training Centres (ATCs)

More companies are conducting in-house skills training and testing leading to national skills certification standards under the ATC Scheme. Six new companies were granted the ATC status in FY 92, bringing the total number of ATCs to 52.

The companies and organisations which received the ATC status were:

East Shore Hospital Pte Ltd;
Jewellery Industry Training Centre of Singapore;
National University Hospital (S) Pte Ltd;
Pica Colour Separation Pte Ltd;
SAF School of Military Medicine; and
Ministry of Community Development's Singapore Boys' Home.

As at 31 March 1993, the annual intake capacity of these ATCs stood at 6,598, a 17% increase over FY 91.

Training Advisory Committees (TACs)

Training Advisory Committees (TACs) comprising employer representatives, professionals and skilled personnel, advise ITE on training and certification matters of the commercial or industrial sector they represent. The TACs help ITE ensure

that its training programmes are kept up-to-date with industries' needs.

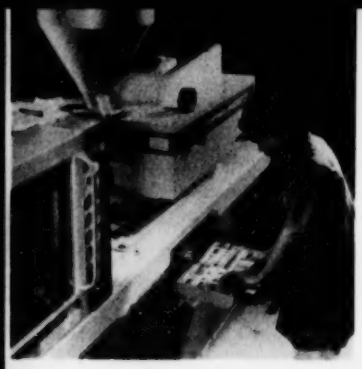
As at end FY 92, there were 12 TACs serving ITE. Four of these TACs were reconstituted in FY 92 for a further three-year term-of-office. They were the Precision Engineering, Retail, Travel & Tourism, and Commercial TACs.

Board and Management Visits

In FY 92, Dr Tay Eng Soon, Minister-in-charge and Chairman of ITE, members of the Board of Governors and management staff visited SMEs to obtain feedback on their experience in implementing apprenticeship. During the visit, a dialogue session was held with employer representatives from different industrial sectors. The achievements and significant feedback from the visit were:

- SMEs reported favourably on the performance of the apprentices who were keen to learn and had good work attitudes. Generally, the employers had no problems releasing their apprentices for off-the-job training. This visit reaffirmed ITE's belief that apprenticeship can meet SMEs' manpower needs; and

Production work in Venture Manufacturing (S) Pte Ltd where the availability of skilled manpower is crucial to its operations. ITE promotes apprenticeship as a viable means to meet the skilled manpower needs of employers.



- The promotion of apprenticeship to SMEs was intensified in 1992. The number of SMEs which were given the approval to participate in apprenticeship in 1992 increased by 74% compared with 1991, from 169 to 294.

Dr Law Song Seng, Director & Chief Executive Officer of ITE, together with other senior management staff, visited the industries in FY 92. Significant improvements and useful feedback on worker training programmes gathered during these visits were:

- Simplification of the registration system for workers applying for CET courses, resulting in reduced waiting time;
- Extension of registration hours after normal office hours to enable workers to apply for CET courses;
- Establishment of a database of qualified trainers from companies participating in apprenticeship; and
- Good support of the ACTS programme by employers.

On-the-job training in M C Packaging Pte Ltd. ITE encourages industries to be involved in training either on their own or jointly with ITE. M C Packaging Pte Ltd is one such company which participates extensively in ITE's apprenticeship scheme, and other worker education and training programmes such as BEST, WISE, TIME and ACTS.

■ OUR STAFF

> "Our training staff need to be both technically competent and pedagogically qualified in order to provide quality training. They must also be able to stimulate and sustain the interest of their trainees and motivate them to achieve success."

Staff Strength

As at end FY 92, the staff strength was 1,926, comprising 1,305 training staff and 621 non-training staff. The approved establishment for FY 92 was 1,966 posts, comprising 1,338 training and 628 non-training posts.

There was a reduction of 135 posts from FY 91's approved establishment of 2,101 posts due to the change in training courses and the natural attrition of staff.

Assistance to Public Organisations

In FY 92, 10 ITE staff were seconded to external organisations. Four officers, including a senior management staff, were seconded to the new Nanyang Polytechnic for one year to assist in its establishment.

Six training staff were seconded to the Association for the Deaf, Singapore Boys' Home and the Singapore Corporation of Rehabilitative Enterprises (SCORE) to assist in the planning, administration and conduct of training programmes. The secondment periods ranged from one to three years.

Staff Welfare

Social and recreational activities were organised, both at the organisational and divisional levels, to promote team spirit and enhance staff morale. Most activities were decentralised at the respective divisional levels. A Family Day was organised for all staff and their family members in March 1993.

The ITE Recreation Club also organised talks, hobby courses, book and other fairs, and bi-weekly karaoke sessions for its members.

A total of 40 staff members received Long Service Awards and 14 retirees received Valedictory Letters in FY 92.

Management-Union Relations

Relations between Management and the two staff unions, namely the Union of ITE Training Staff (UITS) and the Amalgamated Union of Public Employees, ITE Administrative and Ancillary Staff Branch, continued to be close and cordial.

Management signed a Memorandum of Agreement with UITS in conducting a Staff Review Exercise for training staff. The aim of the review exercise was to provide career and training options for training staff who were affected under the Upgraded Vocational Training System.

To improve productivity, ITE staff meet regularly to discuss work-related issues in WITs meetings.

Overall, about 92% of the total staff strength attended at least one training programme in FY 92. On the average, each staff was given 11.2 man-days of training in FY 92. The average training cost per staff was $1,416.

Productivity Improvement

Staff continued to contribute towards productivity and quality improvement through their participation in Work Improvement Teams (WITs). A total of 908 staff, or approximately 47% of our staff strength, was involved actively in the WITs Movement.

A record number of seven teams presented their projects and achievements in WITs at the National QCC Conventions which were held in April and July 1992. Three teams won the Gold medal, another three, the Silver medal, and one, the Bronze medal.

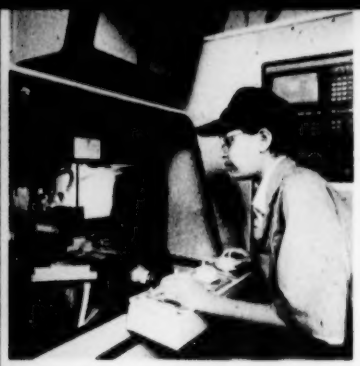
Activities were organised to sustain staff interest and involvement in the productivity movement. The activities included a visit to the Public Utilities Board, a WITs Leaders Forum, a workshop on "WITs - The Way Forward", an in-house Presentation Day and an informal WITs gathering.

To raise the quality of public service, service standards were implemented in the relevant HQ divisions and institutes.

Staff Training and Development

The staff training and development programmes implemented in FY 92 continued to focus on upgrading the professional competence of training staff. Training was also conducted on computer software packages and applications in line with the implementation of more computerised sub-systems under the Management Information System.

A total of 3,510 training placements for staff was implemented at a total training cost of $2.76 million. This represented 3.7% of ITE's payroll which compared favourably with the national average of 2%.



■ COMMUNITY RELATIONS

> "ITE continues to build strong linkages with the community so that the community can appreciate the value of ITE training and be involved in our efforts to promote technical education and training among school leavers, workers and employers."

Training Institute Advisory Committees (TIACs)

The Training Institute Advisory Committees (TIACs) help to foster closer links between the institutes and, employers and the community. The goal is to enable the public to be better informed of the value of technical education and training. Appointed on a two-year term, each TIAC comprises members from diverse backgrounds. The members include businessmen, professionals, parents, and community and grassroots leaders.

As at end FY 92, there were eight TIACs serving ITE Ang Mo Kio, ITE Balestier, ITE Bedok, ITE Bukit Merah, ITE Clementi, ITE Jurong, ITE MacPherson and ITE Pasir Panjang.

The TIACs organised a number of activities to integrate trainees into the community and help them develop into socially responsible citizens. Examples of activities organised by the TIACs/ institutes in building and strengthening community relations in FY 92 are:

- Some 510 trainees from ITE Clementi visited 12 old folks homes on 19 February 1993. Biscuits, cakes and toiletries were presented to the residents. Trainees also sang and played games with them. On 28 August 1992, a blood donation exercise in ITE Clementi was organised in aid of a four-year-old girl suffering from leukaemia;

- ITE Bedok manned two games stalls at the Aljunied Town Council Family Day in November 1992. The ITE Bedok Singing Group also enlivened the occasion with their performance;

- ITE MacPherson helped 10 organisations raise funds from July to November 1992 by participating in activities such as selling of flags and donation draw tickets; and

- ITE Bukit Merah jointly organised a project with the Tanjong Pagar Town Council for medical screening of senior citizens on 18 October 1992. The project aimed at reaching out to the elderly population in the neighbouring estates and at supporting the National Healthy Lifestyle Campaign.

Career Exhibitions

Career exhibition is an important platform used by ITE to promote its training programmes to students, school leavers, parents, teachers and the general public.

ITE participated in the Career 93 which was held at the World Trade Centre. This exhibition, held during February/March each year, coincided with the release of the GCE 'O' level results. The ITE

booth attracted 41,000 people. ITE also had a career exhibition booth beside the Orchard Road MRT Station. The booth attracted some 5,400 visitors.

ITE trainee donating blood at the hospital. Our trainees are known to be civic-minded and socially responsible citizens with their involvement in many community and charitable activities.

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